

Treasurer-Tax Collector

Jenine Windeshausen, Treasurer-Tax Collector

MISSION STATEMENT

To develop and maintain the highest level of public trust in the management and administration of the public's money related to the duties and services of the Treasurer-Tax Collector's Office, acting with the constant recognition that the Treasurer-Tax Collector exists to service the public.

TREASURER-TAX COLLECTOR FUND 100 / APPROPRIATION 10340

	Actual 2003-04	Actuals 2004-05	Requested 2005-06	Recommended 2005-06	Change %	Adopted 2005-06
Expenditures						
Salaries and Employee Benefits	\$ 1,490,117	\$ 1,668,309	\$ 2,089,267	\$ 2,089,267	25%	\$ 2,089,267
Services and Supplies	492,633	471,893	721,801	721,801	53%	721,801
Capital Assets	29,458	-	-	-	0%	-
Intra Fund Charges	29,859	32,657	45,925	45,925	41%	45,925
Gross Budget:	2,042,067	2,172,859	2,856,993	2,856,993	31%	2,856,993
Intra Fund Credits	(1,333)	(575)	-	-	-100%	-
Net Budget:	\$ 2,040,734	\$ 2,172,284	\$ 2,856,993	\$ 2,856,993	32%	\$ 2,856,993
Revenue						
Taxes	\$ 11,528	\$ 7,638	\$ 6,000	\$ 6,000	-21%	\$ 6,000
Licenses, Permits and Franchises	193,626	155,774	150,000	150,000	-4%	150,000
Fines, Forfeits and Penalties	123,815	125,740	115,000	115,000	-9%	115,000
Revenue from Use of Money and Property	3,086,728	3,390,271	2,700,200	2,700,200	-20%	2,850,200
Charges for Services	1,451,635	1,484,050	1,098,500	1,098,500	-26%	1,098,500
Miscellaneous Revenue	48,381	68,037	55,000	55,000	-19%	55,000
Other Financing Sources	50,000	-	40,000	40,000	100%	40,000
Total Revenue:	4,965,713	5,231,510	4,164,700	4,164,700	-20%	4,314,700
Net County Cost:	\$ (2,924,979)	\$ (3,059,226)	\$ (1,307,707)	\$ (1,307,707)	-57%	\$ (1,457,707)
Allocated Positions	26	26	26	26	0%	26

CORE FUNCTIONS

Treasurer

Provide banking, investment services, and safekeeping of all moneys belonging to the County, school districts, and certain special districts. The Treasurer also assists schools, special districts, and the County in the issuance and selling of bonds and to perform various debt-management, and other financial and administrative services.

Tax Collector

Provide for current and delinquent billing, collection, and accounting of real and personal property taxes for all local taxing agencies in the County. Provide for the issuance of business licenses and snow-chain permits in the unincorporated area of the County.

FY 2004-05 Major Accomplishments

- Assisted with the analysis of the Materials Recovery Facility refinancing resulting the early pay-off the bonds and long-term interest costs savings of \$7,474,490.
- Completed a Request for Proposal (RFP) process for banking services resulting in an average of \$7,000 per month savings and increased service to departments and the public.

Administration & Financial Services

Treasurer-Tax Collector

Jenine Windeshausen, Treasurer-Tax Collector

- The outside audit of the tax collection processes made no recommendations for improvements.
- Achieved a secured tax collection rate of 98.9% against a statewide average of 97.5% (estimate).
- Property tax bills were mailed 39 days earlier than required by state law.
- Wrote the Deferred Compensation Program Policy.
- Reviewed legal documents and assisted in the issuance of additional school debt totaling over \$156 million during the fiscal year (estimate).
- Processed 100% of property payments on the same day received.
- Utilized remittance processing equipment to further increase cost savings by reducing overtime and extra help by approximately \$2,000 dollars (estimate).
- Provided portfolio management that resulted in investment earnings, which exceeded the State Treasurer's Local Agency Investment Fund (LAIF) earnings rate by .10% (estimate).
- The County portfolio reached a new all time high of \$1.03 billion dollars on April 21, 2005 (estimate).
- Reviewed and analyzed the feasibility of Pension Obligation Bonds resulting in the recommendation not to issue such debt.
- Participated with other department representatives on the Workforce Planning Project.

FY 2005-06 Planned Accomplishments

- Provide financial administrative and management support to the Western Placer development projects including De La Salle University Project, California State University Sacramento Campus Project, Placer Vineyards Project, Curry Creek Community Plan Project, and to the Bickford Ranch Development Project and the American River Middle Fork Re-licensing Project with the goal of protecting the General Fund from future infrastructure costs and ongoing service, maintenance and operations costs.
- Review and update fee schedule to accurately reflect costs incurred and collected.
- Utilize various enforcement measures to reduce unsecured delinquencies.
- Increase Internet-based services such as individual property tax inquiry and payment ability in order to provide taxpayers with more convenient options for handling their property tax affairs.

Department Comments

Treasurer-Tax Collector Objectives:

- To fulfill the duties of the Treasurer-Tax Collector with integrity, competence and professionalism,
- To render superior service to the public and to all those individuals and agencies, internal or external who interface with the Office, in support of their needs and goals in the spirit of teamwork and cooperation to better serve the public through combined efforts,
- To plan for, manage and respond to change as a continual and ongoing process,
- To continually work to maximize resources, human and technical, to achieve better service, increase productivity and efficiency while working to control and limit costs.

Treasurer-Tax Collector

Jenine Windeshausen, Treasurer-Tax Collector

Significant challenges for the FY 2005-06 include:

- Continue utilizing strategies to maintain investment earnings despite forecast for interest rates to remain at historically low rates.
- Continue to accommodate and minimize cash-flow impacts from the State and to provide interim financing for school districts and possibly some special districts created by circumstances related to the state's financial situation.
- The Treasurer-Tax Collector expects to face considerable challenges and demands related to work load associated with providing various financial services related to development in the unincorporated area of the County.

County Executive Comments and Recommendations

The Treasurer Tax Collector's budget is recommended at the requested base budget level. There is \$44,200 included in the recommended budget for computer replacements. Appropriations above the base budget level are fully offset by increased revenues. The Treasurer-Tax Collector receives revenues from investments, property taxes, licenses and reimbursement for services. Interest is budgeted at the same level as FY 2004-05 due to continued low interest rates. Investment service revenue is based on the actual costs incurred to manage cash and investments, and these costs are reimbursed by other agencies that deposit money in the County's treasury.

Final Budget Changes from the Proposed Budget

Increased interest revenue was added to the Treasurer-Tax Collector's budget based upon receipts from FY 2004-05 (\$150,000).

CORE FUNCTION: TREASURER

Cash Flow Program

Program Purpose: To monitor, analyze and manage cash flows, apportion investment earnings, and identify funds available for investment by providing centralized banking, independent cash accounting, reporting, safekeeping, and disbursement of monies and properties belonging to the County, schools districts, and certain special districts in order to maintain accountability of funds held in trust.

Total Expenditures: \$457,458

Total Staffing: 3.58

- **Key Intended Outcome:** Depositors receive timely and accurate information on cash activities and balances, and idle funds are identified for timely investment.

Cash Flow Indicators:	Actual 2002-03	Actual 2003-04	Actual 2004-05	Projected 2005-06
Total receipts (\$) per full-time equivalent (FTE)	\$410,898,985	\$435,599,421	\$471,453,111	\$470,000,000
# of deposits (RE's) posted per FTE	4,659	4,714	5,073	4,800
Total disbursements (\$) per FTE	\$376,184,966	\$400,280,867	\$453,133,452	\$420,000,000
% of total receipts over total disbursements	9.2%	8.8%	4.0%	11.9%
# of negative findings from independent, external auditors	0	0	0	0

Program Comments: Although receipts and disbursements continue to increase, staffing levels have been able to remain constant due to efficiencies created by technological improvements and ongoing reviews and modification to business processes.

Treasurer-Tax Collector

Jenine Windeshausen, Treasurer-Tax Collector

Investments Program

Program Purpose: To develop and maintain investment policies and invest money on deposit that is not required for immediate use to ensure the preservation of capital, meet the cash-flow needs of depositors, and generate investment income.

Total Expenditures: \$343,096

Total Staffing: 2.75

- **Key Intended Outcome:** Money is invested without liquidating current holdings to accommodate cash-flow needs.

Investments Indicators:	Actual 2002-03	Actual 2003-04	Actual 2004-05	Projected 2005-06
% Treasury Investment Pool earned over (under) LAIF	1.027%	.505%	.056%	.25%
% of investment portfolio liquidated prior to maturity to accommodate cash-flow needs	0%	1.67%	0%	0%
% annualized costs of total investment portfolio	0.122%	.119%	0.1105%	0.180%
# of negative findings from independent, external auditors	0	0	0	0

Program Comments: Proper adherence to existing investment policies will prevent liquidation of investments for cash flow needs prior to maturity. It will also reflect the ability to be competitive with LAIF while maintaining minimal annual costs for pool participants.

Bond Administration Program

Program Purpose: To review, analyze, and make recommendations regarding proposed special-assessment and community-facilities-district financings, as member of the County's Bond Screening Committee, for financings proposed within unincorporated areas of the County, to lead the debt-issuance process and sale of bonds upon Board approval of financing. To provide various debt management services for school, special district and Placer County bond issues, including document review, bond sale, billing and collection of special assessments for 1911 Act improvement districts, fund accounting, bondholder payments, Internal Revenue Service arbitrage compliance, and preparation and distribution of annual disclosure reports.

Total Expenditures: \$159,061

Total Staffing: 1.18

- **Key Intended Outcome:** Only financially feasible financings are recommended to the Board of Supervisors. All bondholders are paid timely as specified in bond documents.

Bond Administration Indicators:	Actual 2002-03	Actual 2003-04	Actual 2004-05	Projected 2005-06
Total # of active voter approved bond issues managed per FTE	42	44	40	50
% of county 1911, 1915 & Mello Roos assessments collected	98.91%	99.25%	97.75%	99.00%
% of county assessment districts and community facilities districts in default	0%	0%	0%	0%

Program Comments: The very high rate of payments collected for voter approved bond assessments enables the Treasurer to make bondholder payments timely, resulting in no defaulted districts.

Treasurer-Tax Collector

Jenine Windeshausen, Treasurer-Tax Collector

CORE FUNCTION: TAX COLLECTOR

Billing, Collections & Controls Program

Program Purpose: To provide the billing, collection, processing, posting accounts and reporting of all current property-tax payments, including secured, unsecured, supplemental, and corrected tax bills.

Total Expenditures: \$1,357,993

Total Staffing: 12.81

- **Key Intended Outcome:** All taxes are mailed and collected, processed and posted in a timely manner.

Billing, Collections & Controls Indicators:	Actual 2002-03	Actual 2003-04	Actual 2004-05	Projected 2005-06
% of off-cycle bills mailed less than 16 business hours after receipt of bill data from the Auditor-Controller	99%	99.5%	94.9%	98%
# of days prior to the legally required mailing date annual tax bills were mailed	35	39	39	30
# of accounts held in trust pending final resolution	119	51	28	100
\$ amount in accounts held in trust pending final resolution	\$114,297	\$37,629	\$9,730	\$100,000
\$ cost per tax bill to bill and collect	\$6.24	\$6.09	\$6.43	\$5.00
# of negative findings from independent, external auditors	0	0	0	0

Program Comments: The timely mailing of tax bills increases initial collections enabling earlier receipt of monies. This allows funds to be posted quicker and for those received with discrepancies to be resolved in an efficient manner for the taxpayer. Earlier mailing also results in spreading the payment processing workload over a greater period of time, which reduces costs associated with overtime, callback, and extra help.

Forced Collections Program

Program Purpose: To provide for the collection of defaulted secured property taxes through tax-defaulted land sales and defaulted unsecured taxes through liens, attachment of other assets, and other available means and the pursuit of collections through bankruptcy court in order to maintain low default levels and make ultimate collection of defaulted taxes.

Total Expenditures: 328,656

Total Staffing: 3.46

- **Key Intended Outcome:** The County ultimately realizes Teeter Plan revenues, defaults are maintained at minimal levels, and collecting defaulted amounts prior to auctions reduces the number of tax-defaulted parcels actually sold.

Treasurer-Tax Collector

Jenine Windeshausen, Treasurer-Tax Collector

Forced Collections Indicators:	Actual 2002-03	Actual 2003-04	Actual 2004-05	Projected 2005-06
% of properties identified for tax-defaulted land sale due to unpaid taxes being resolved prior to sale	66.0%	72%	95%	80%
% of bankruptcy claims filed within 10 working days of office notification	N/A	75%	91%	90%
\$ of Teeter Tax Loss Reserves used to offset tax loses	\$570,873	\$0	\$0	\$0
% of delinquent assessments collected prior to lien filing	N/A	68%	57%	72%

Program Comments: The reduction of parcels going to tax-sale increases tax collection efficiencies, benefits property owners from loss of property and decreases the possibility of using tax-loss reserves. It also relieves the County of possible lawsuits associated with parcels sold at auction. The prompt filing of bankruptcy claims and unsecured tax liens legally protects, facilitates and enforces the collection of taxes.

Business License Administration Program

Program Purpose: To process applications and coordinate the issuance of business licenses and snow-chain permits with various state and county agencies in order to collect and account for business-license fees.

Total Expenditures: \$210,729

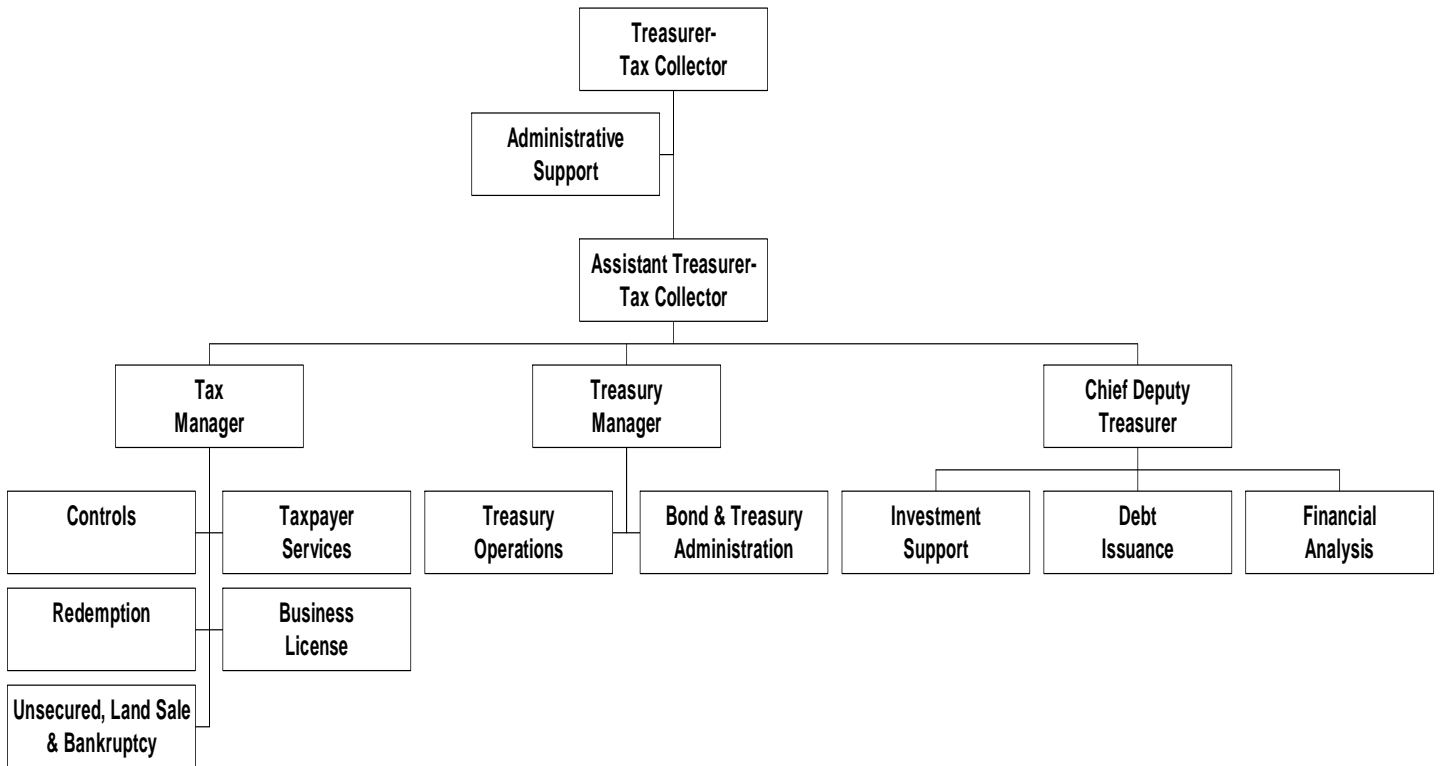
Total Staffing: 2.23

- **Key Intended Outcome:** Increase number of new business licenses while maintaining current staffing levels.

Business License Administration Indicators:	Actual 2002-03	Actual 2003-04	Actual 2004-05	Projected 2005-06
# of business licenses issued per full-time equivalents (FTE)	2,929	3,380	3,710	3,200
# of days from receipt of application to forwarding for departmental approvals	N/A	N/A	2.39 days	5 days
# of days after all departmental approvals to issuance of license	N/A	N/A	7.08 days	5 days

Program Comments: Timely processing of applications and licenses allows new business owners to quickly operate in compliance with Placer County ordinances.

OFFICE OF THE TREASURER-TAX COLLECTOR



POSITIONS: 26

OFFICE OF THE TREASURER-TAX COLLECTOR
APPROPRIATION SUMMARY
Fiscal Year 2005-06

ADMINISTERED BY:

Appropriation	FY 2004-05		FY 2005-06	
	Actual	Position Allocations	BOS Adopted Budget	Position Allocations
GENERAL FUND Treasurer/Tax Collector	\$ 2,172,284	26	\$ 2,856,993	26
TOTAL ALL FUNDS	\$ 2,172,284	26	\$ 2,856,993	26

Treasurer/Tax Collector

General Fund

Fund: 100

Subfund: 0

Appropriation: 10340

Budget Category (1)	Actual 2003-04 (2)	Actual 2004-05 (3)	Dept Req 2005-06 (4)	CEO Rec 2005-06 (5)	BOS Adopted 2005-06 (6)
Salaries & Benefits					
1002 Salaries and Wages	1,082,229	1,172,126	1,447,298	1,447,298	1,447,298
1003 Extra Help	3,316	445	5,000	5,000	5,000
1005 Overtime & Call Back	1,576	1,273	5,000	5,000	5,000
1006 Sick Leave Payoff	35,092				
1300 P.E.R.S.	112,151	215,000	297,266	297,266	297,266
1301 F.I.C.A.	82,548	90,366	111,477	111,477	111,477
1310 Employee Group Ins	137,436	172,319	205,394	205,394	205,394
1315 Workers Comp Insurance	35,769	16,780	17,832	17,832	17,832
Total Salaries & Benefits	1,490,117	1,668,309	2,089,267	2,089,267	2,089,267
Services & Supplies					
2050 Communications - Radio		77			
2051 Communications - Telephone	46,510	39,927	48,693	48,693	48,693
2130 Insurance	1,500	1,500	1,500	1,500	1,500
2140 Gen Liability Ins	3,328	6,907	6,889	6,889	6,889
2271 Parts Installed		21			
2290 Maintenance - Equipment	2,624	8,522	10,307	10,307	10,307
2292 Maintenance - Software	11,860	18,282	18,075	18,075	18,075
2439 Membership/Dues	2,706	1,196	2,260	2,260	2,260
2461 Dept Cash Shortage	3,487	4,304	5,000	5,000	5,000
2481 PC Acquisition	9,427		44,200	44,200	44,200
2511 Printing	39,973	42,349	49,580	49,580	49,580
2522 Other Supplies	5,289	15,042	12,100	12,100	12,100
2523 Office Supplies & Exp	21,338	24,038	22,800	22,800	22,800
2524 Postage	89,082	89,178	122,150	122,150	122,150
2555 Prof/Spec Svcs - Purchased	44,863	71,920	101,000	101,000	101,000
2556 Prof/Spec Svcs - County		108			
2701 Publications & Legal Notices	12,177	6,775	13,000	13,000	13,000
2709 Rents & Leases - Computer SW	8,809	8,673	10,698	10,698	10,698
2710 Rents & Leases - Equipment	9,816	9,870	9,846	9,846	9,846
2727 Rents & Leases - Bldgs & Impr	411	423	420	420	420
2838 Special Dept Expense-1099 Repor	4,932	4,701	5,400	5,400	5,400
2840 Special Dept Expense	159,611	107,322	216,300	216,300	216,300
2844 Training	2,933	1,373	5,500	5,500	5,500
2860 Library Materials	490	795	500	500	500
2931 Travel & Transportation	10,422	7,960	14,383	14,383	14,383
2941 County Vehicle Mileage	1,045	630	1,200	1,200	1,200
Total Services & Supplies	492,633	471,893	721,801	721,801	721,801
Fixed Assets					
4451 Equipment	29,458				
Total Fixed Assets	29,458				
Charges From Departments					
5310 I/T Employee Group Insurance	24,235	29,374	38,039	38,039	38,039
5405 I/T Maintenance - Bldgs & Improvem	614	435	1,500	1,500	1,500
5552 I/T - MIS Services	720	418	586	586	586
5555 I/T Prof/Special Services - Purchase	4,190	2,430	5,800	5,800	5,800
5844 I/T Training	100				
Total Charges From Departments	29,859	32,657	45,925	45,925	45,925
Gross Budget	2,042,067	2,172,859	2,856,993	2,856,993	2,856,993
Less: Charges to Departments					
5002 I/T - County General Fund	(1,333)	(575)			
Total Charges to Departments	(1,333)	(575)			
Net Budget	2,040,734	2,172,284	2,856,993	2,856,993	2,856,993

Treasurer/Tax Collector

General Fund

Fund: 100

Subfund: 0

Appropriation: 10340

Budget Category (1)	Actual 2003-04 (2)	Actual 2004-05 (3)	Dept Req 2005-06 (4)	CEO Rec 2005-06 (5)	BOS Adopted 2005-06 (6)
Less: Revenues					
6109 Current Secured Prop Taxes-Cos	(47,030)	(48,120)	(45,000)	(45,000)	(45,000)
6135 Tax Defaulted Land Sale	(11,528)	(7,638)	(6,000)	(6,000)	(6,000)
6230 Redemption Costs	(51,065)	(47,990)	(50,000)	(50,000)	(50,000)
6260 Current Supplemental-Costs	(25,720)	(29,630)	(20,000)	(20,000)	(20,000)
6752 Business Licenses	(193,626)	(155,774)	(150,000)	(150,000)	(150,000)
6950 Interest	(3,086,254)	(3,390,109)	(2,700,000)	(2,700,000)	(2,850,000)
6951 1915 Act Bonds Interest	(474)	(162)	(200)	(200)	(200)
8095 SB2557-Tax Admin Fee-Distri	(148,567)	(142,625)	(140,000)	(140,000)	(140,000)
8096 SB2557-Tax Admin Fee-Cities	(81,656)	(78,440)	(75,000)	(75,000)	(75,000)
8100 Assessment/Tax Collection Fee	(20,449)	(19,926)	(20,500)	(20,500)	(20,500)
8101 Supplemental Taxes - 5%	(220,865)	(268,550)	(105,000)	(105,000)	(105,000)
8194 Investment Services	(970,960)	(963,666)	(750,000)	(750,000)	(750,000)
8218 Forms and Photocopies	(9,138)	(10,843)	(8,000)	(8,000)	(8,000)
8764 Miscellaneous Revenues	(48,381)	(68,037)	(55,000)	(55,000)	(55,000)
8954 Operating Transfers In	(50,000)		(40,000)	(40,000)	(40,000)
Total Revenues	(4,965,713)	(5,231,510)	(4,164,700)	(4,164,700)	(4,314,700)
Net County Cost	(2,924,979)	(3,059,226)	(1,307,707)	(1,307,707)	(1,457,707)